The Impact of Organizational Spirituality on Successful Policy Implementation in the Light of Mediating and Moderating Variables with the Islamic Approach

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Abstract

In this study, it has been attempted to identify the factors affecting policy executive performance with the Islamic approach and then to evaluate the relationship between them. The statistical population includes the staff and managers of the selected governmental organizations in Yazd. The sampling was done by cluster sampling method. The research was applied in terms of purpose and correlational in terms of the research method, which was collected through using a valid and reliable questionnaire and survey method. Due to the sample size required, 392 questionnaires were distributed. The results of the validity and reliability of the questionnaire were also acceptable. The constructs of the conceptual framework variables were identified using exploratory factor analysis. The identified factor structure was then considered as the base of the definition of hypotheses that indicate confirmation of the relationships between structures and components. These assumptions were tested through confirmatory factor analysis using LISREL 8.5 software. In this study, PLS software was used to measure the fit of the research model. The results indicated that the dimensions of spirituality had a direct impact on job satisfaction, work-family interaction, organizational culture, organizational commitment, and servant leadership. In addition, job satisfaction, organizational culture and servant leadership had a direct and significant impact on policy executive performance.

1. Introduction

Improving organizational performance is a professional background in social activities and research in practice. Improving the organization encompasses a wide range of activities with endless developments. Team membership with senior management, structural changes, and job enrichment are examples of improving an organization's performance. Continuous improvement of the performance of organizations is in the light of consideration of human and social capital, which can support the growth and development plan and create opportunities for organizational excellence (Ghaffari & Rostamnia, 2016). The main characteristic of today's organizations is dynamicity, complexity, ambiguity, and anti-traditionalism that are constantly influenced by their surroundings and accept change as an inevitable necessity. To overcome the uncertain, complex and dynamic situation, one of the ways in which organizational performance is desirable for managers to survive and thrive in an organization is through having capable human resources (Ross et al., 2012). It is a fact that employees are the strategic resources of the organization. Unlike technology, products and processes, the skills and abilities of employees are not replicated by competitors (Aghajanpour et al., 2015).

Spirituality in the organization is an emerging phenomenon that has attracted many management and organization experts as well as managers at different levels; accordingly, many have viewed spirituality as an enduring resource for organizations that can help them at a turbulent time and resolve the inconsistency of order and disorder in the organization and apply them, as appropriate, without excluding them; because organizations need constant shifting between the two modes of change and stability for continuous activity in different fields (Rezaei et al., 2018). Organizations are also facing growing and developing staff seeking to find meaningful, purposeful, and developing workplaces with such characteristics. Indeed, spirituality in the workplace describes the experience of employees whose work is satisfying, meaningful, and purposeful. The experience of spirituality in the workplace is also associated with increased creativity, satisfaction, honesty, trust and commitment at work (Ghaffari & Rostamnia, 2017).

The most important factor in productivity in organizations and ultimately in society as a whole is human resources, and the prosperity of any society lies in improving its human resources. This is why organizations pay special attention to staff training with the help of behavioral specialists and human resources. Introduction of the concepts such as ethics, truth, belief in God, honesty, conscience, compassion, trust, forgiveness, kindness, consideration, meaningful seeking at work, solidarity with colleagues, encouragement of employees, sense of peace and kindness, etc. in

management and organization all point to the emergence of a new paradigm called organizational spirituality. Spiritual organizations often have a higher purpose and look for cultures that integrate a sense of responsibility for humanitarian affairs (Giacallone & Jourquois, 2005). Finally, workplace satisfaction enters the life cycle of the organization, leading to high levels of organizational productivity (Fry, 2003).

In the field of policy making and public administration policy, what emerges in the scientific discussions of this field is the policy of three stages of formulation, implementation, and evaluation. This stuidy aims to survey the impact of organizational spirituality on policy implementation; i.e. it is assumed that what is conducted in the process of formulation is correct and the factors and structures of organizational spirituality are identified through library study as well as interviewing the experts, and then the level of spirituality of the selected organizations are evaluated and then the impact of organizational spirituality on performance has been discussed. Has organizational spirituality influenced policy implementation? Have organizations with a higher level of organizational spirituality been more successful in implementing the policy? If the level of spirituality in an organization was lower, would it also be weaker in policy implementation? Investigating this issue provides the governmental organizations with a roadmap, and all of them are aimed at proper implementation of the policy.

2. Review of Literature

Jules and Coelho (2019) conducted a study entitled the effect of spirituality at work on workers' attitudes and individual performance using structural equations in a sample of 273 people. Based on the literature review conducted, they added a new research dimension into the dimensions of spirituality as EBIP and found out that this new dimension impacts job skills and emotional commitment. Their results also indicated that job empowerment has a great impact on individual performance and that spirituality at work creates emotional commitment. They also refer to job management as a better mediator of the relationship between spirituality at work and individual performance.

Pourmola et al. (2018) conducted a study entitled investigating the impact of organizational spirituality on human resources productivity in manufacturing organizations at BELFA.CO in Iran as a case study and showed that spirituality can predict 2% of the variance of HR productivity in a company, which proves to be an effective factor.

Fereshteh (2016) presented a study entitled the relationship between spirituality in the workplace and employees' performance. The purpose of this study was to determine the relationship between spirituality in the workplace and employees' performance. With a review of the literature, we find out that a great deal of research has been conducted on the results of spirituality in the workplace, in which it has been indicated that spirituality in the workplace lead sto job satisfaction and a commitment to organizational citizenship behavior and a desire to stay in the organization.

In a study on the impact of organizational spirituality on organizational performance using structural equations smong 315 employees of the regional electricity organization of Azerbaijan, Yavari et al. (2015) indicated that there is a positive correlation between organizational spirituality and organizational performance and its dimensions, meaningful work, sense of oneness and integration, and homogeneity and alignment with organizational values at the confidence level of 99%. In addition, they found that the variables (homogeneity and alignment with organizational values and sense of oneness and integrity) accounted for 40.5% of the variance in organizational performance.

3. Theoretical Foundations and Hypotheses Development

3.1. Spirituality

Mcknight and Cavana's definition states that spirituality is a life-giving, motivating force that inspires one toward a certain end or goal beyond individuality (Khanbashi and Abtahi, 2009).

3.2. Spirituality at Workplace

In recent years, the position of spirituality in organizations has been increasingly considered by managers, supervisors, employees, and researchers as a necessity for organizations' interactions with employees, customers, and the community, so that the concept of spirituality in the workplace gained considerable popularity in recent decades (Lavasani et al., 2008). At present, many people feel dissatisfied, anxious, and insecure in their work (Marquez, 2005). Job satisfaction, trust, and work ethics have been scarce in most work environments (Morris, 1997).

3.3. The Model of Organization's Spirituality

In this model, spirituality in the organization is defined using seven principles: creativity, communication, respect, insight, partnership, energy and flexibility. All seven principles are interrelated and important. Spirituality in the organization can also be a source of talent, intelligence and capability. Organizations that promote spiritual culture believe that people have a brain and a soul, and seek to find meaning and purpose in their lives, and want to link that meaning to the ultimate goal of their lives (Kaur Rooprai, 2010).

Figure 1 - Model of Organization's Spirituality
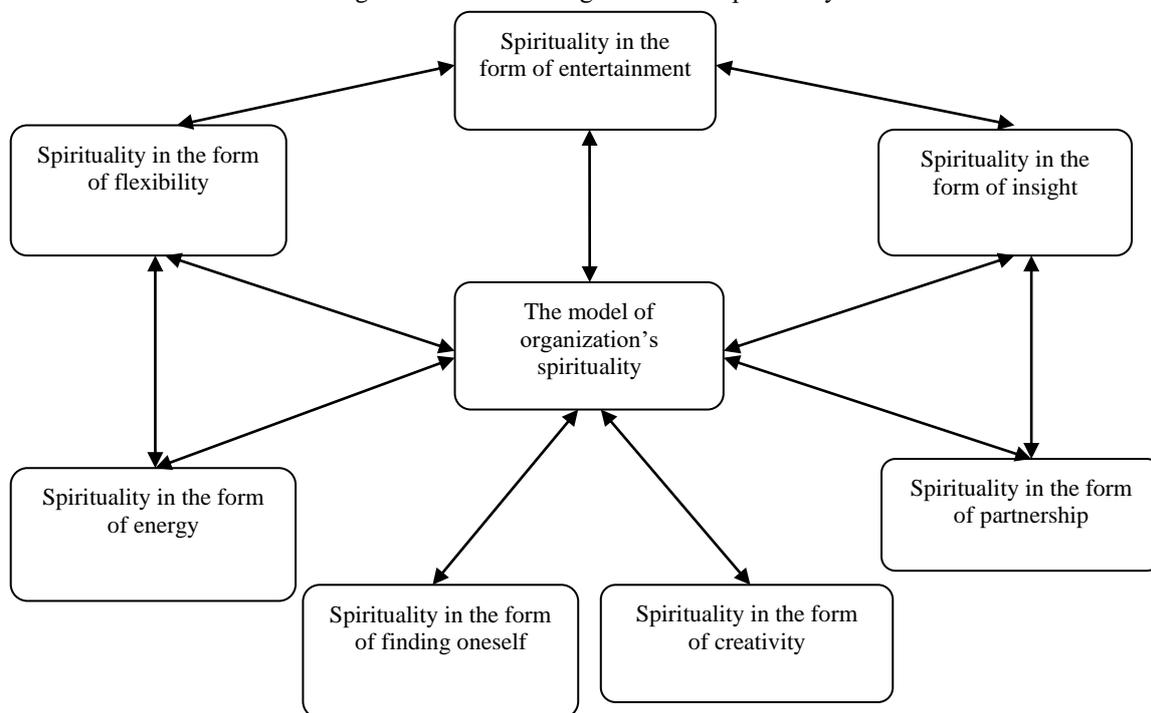
3.4. Job Performance

Job performance is one of the influential components in organizations that covers an important part of organizational studies. It is a term that encompasses both the concept of work to do and the result of efficiency. One of the major issues discussed in organizational issues relates to a proper understanding of citizens' job performance. The performance of an individual in an organization depends on the type of personality and organizational role he or she plays as well as on the success and organizational conditions. These conditions have been studied and considered as environments, cultures, emotions, communication skills and empowerment. An individual's

performance is a measure of how successful an individual is at doing his or her job, and is usually derived from an individual's output or evaluation of one's behavioral success compared to organizational expectations. Human performance is defined as a set of actions performed to achieve a goal based on a specific standard (Yektaie et al., 2015, 1271).

According to the aforementioned principles, the following hypotheses have been put forward and tested for the research purpose:

H1: Spirituality impacts job satisfaction.

H2: Spirituality impacts the interaction between work and family.

H3: Spirituality impacts organizational culture.

H4: Spirituality impacts organizational commitment.

H5: Spirituality impacts servant leadership.

H6: Job satisfaction impacts performance.

H7: Work-family interaction impacts performance.

H8: Organizational culture impacts performance.

H9: Organizational commitment impacts performance.

H10: Servant leadership impacts performance.

H11: Spirituality impacts performance through job satisfaction.

H12: Spirituality impacts performance through the interaction between work and family.

H13: Spirituality impacts performance through organizational culture.

H14: Spirituality impacts performance through organizational commitment.

H15: Spirituality impacts performance through servant leadership.

The following conceptual model illustrates the relationships between the variables in the form of the research hypotheses:

Figure 2 - The Conceptual Model of Research

4. Research Methodology

The present study is applied in terms of purpose, because it explores theoretical constructs in real and practical contexts and circumstances, and seeks a strategy to enhance linear performance. In addition, it is a survey study in terms of how to obtain scientific data, because the questionnaire tool was used to evaluate each of the measures and variables. It is worth mentioning that survey research is the one that is used to solve problems in educational, industrial, governmental and political organizations. Because of the relationship between variables, this is a correlation study. In addition, the research is quantitative in terms of nature and is called a field research. The statistical population of this study is the staff and managers of the selected governmental organizations in Yazd. Cluster sampling method was performed using Cochran's formula. 392 persons were selected as the statistical sample. To collect data, a five-point Likert-type questionnaire was used which included demographic information and 165 questions of the research variables. The developed and distributed questionnaire consisted of 7 variables that can be seen in Table (1).

Table 1 - The Research Variables

Variable	Source
Organizational Commitment	He et al, 2015
Job Satisfaction	Rodríguez et al, 2008
Servant Leadership	Liden et al, 2008
Organizational Culture	Cameron & Quinn, 1999
Work-family balance	Karatepe, 2013
Function	Sahoo & Yadav, 2017
Spirituality	Parsian & Dunning, 2009

5. Research Findings

In order to test the conceptual model of the present research, each of the seven main research constructs were analyzed separately in the form of a structural model and the research path model was tested after assuring the validity of each of them separately.

5.1. Examination of the Structures

As can be deduced from the hypotheses, the present study has seven constructs: 1- Organizational commitment 2- Job satisfaction 3- Servant leadership 4- Organizational culture 5- Work-family balance 6- Performance and 7- Spirituality. Kaiser-Meyer-Olkin (KMO) index was

used to ensure the adequacy of the number of samples taken, which should be more than 0.6 in optimal conditions, which is as follows in the structures.

Table 2 - Kaiser-Meyer-Olkin Index of the Research Structures

Number	Structure name	Kaiser-Meyer-Olkin Index
1	Organizational Commitment	?
2	Job Satisfaction	0.759
3	Servant Leadership	?
4	Organizational Culture	0.915
5	Work-family balance	0.756
6	Performance	0.972
7	Spirituality	0.919

In addition, the Bartlett's test was used to ensure the correlation matrix was significant among the research variables. The significance of this test is a measure of confidence that there is a strong correlation between the variables measured in the form of a construct whose significance should always be less than 0.05. The result of this test in the construct of job satisfaction is close to zero and therefore factor analysis impementaion is of no problem. The fit indices of all structures are listed in Table (3).

Table 3 - The Structures' Fit Indices

Fit index ╱ Structure	χ^2/df	RMSEA	GFI	AGFI	NFI	NNFI	CFI
	$\prec 3$	$\prec 0.08$	$\succ 0.9$	$\succ 0.9$	$\succ 0.9$	$\succ 0.9$	$\succ 0.9$
Organizational Commitment	?	?					
Job Satisfaction	2.214	0.077	0.94	0.95	0.96	0.97	0.97
Servant Leadership	?	?					
Organizational Culture	0.614	0.079	0.94	0.92	0.95	0.95	0.96
Work-family balance	1.985	0.063	0.96	0.94	0.95	0.97	0.98
Performance	2.032	0.051	0.98	0.97	0.97	0.99	0.99
Spirituality	2.699	0.065	0.94	0.95	0.96	0.98	0.98

The model presented by factor analysis on the factors with acceptable factor load obtained in confirmatory factor analysis is an appropriate model to investigate the relationship between the research variables.

5.2. Model Fit

The most important criterion for evaluating the fit of the structural model is the coefficients of significance. The coefficients for each of the research variables are illustrated in Figure (3).

Figure 3 - The Illustrated Model with Coefficients of Significance Z (t-value)
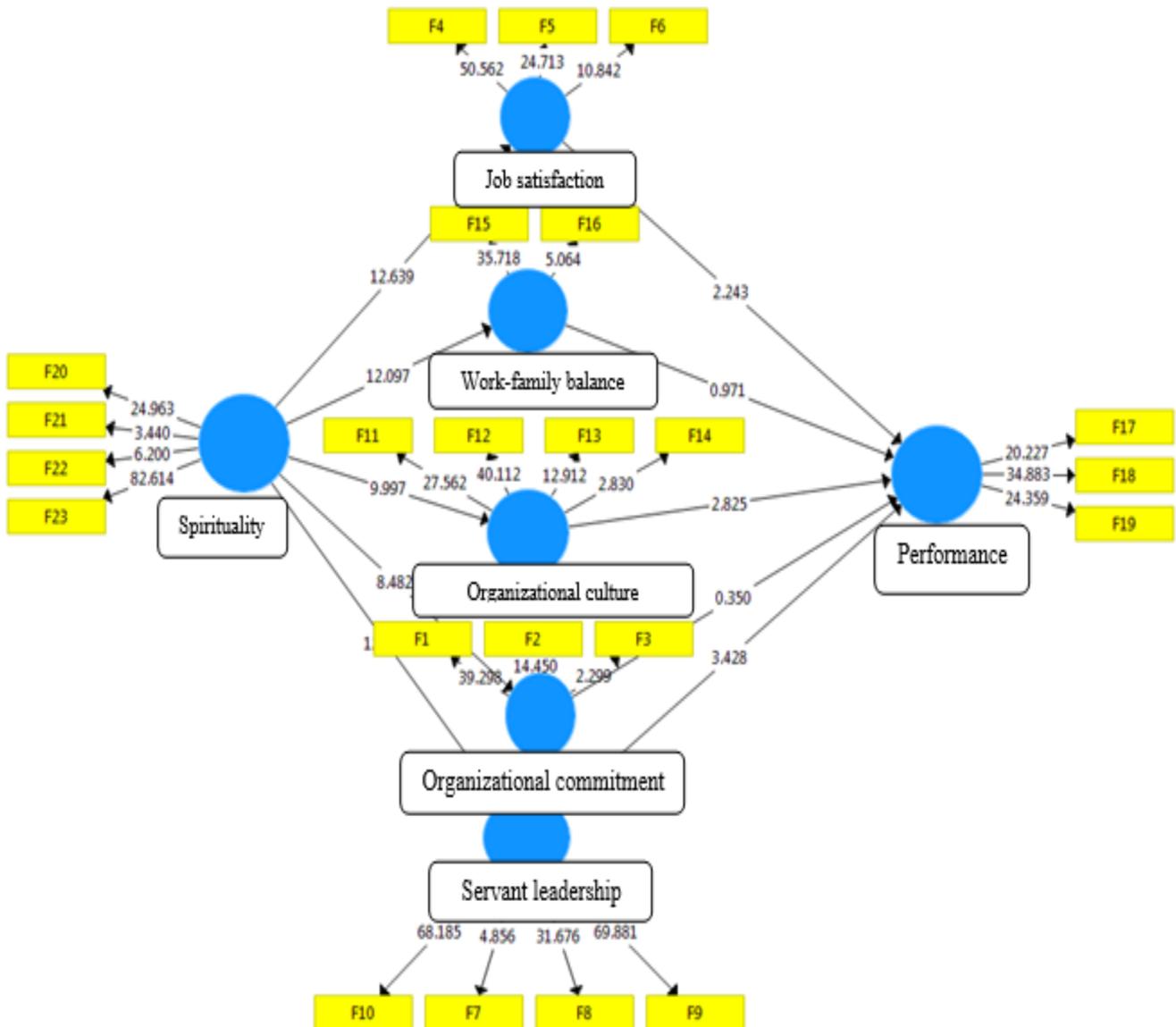
R^2 value used to connect the measurement section and the structural part to structural equation modeling, and it indicates the effect that an exogenous variable has on an endogenous variable and the value of Q^2 that determines the model's predictive power. The results of these tests are as follows.

Table 4 - R^2 and Q^2 Criteria Results

Variable	R^2	Q^2
Organizational Commitment	0.551	0.340
Job Satisfaction	؟	؟
Servant Leadership	0.438	0.216
Organizational Culture	0.518	0.357
Work-family balance	0.550	0.365
Performance	0.833	0.578
Spirituality	0.480	0.266

The value of R^2 for all variables is greater than 0.33 which indicates the good fit of the model. Also, Q^2 is greater than 0.15 for all variables, so the good fit of structural model is confirmed.

In this study, communalities is obtained from the mean of the common values of the hidden variables of the first order. As a result, (Communalities) 0 is 0.38. To calculate R^2, the values of R^2 for all variables listed in Table (12) should be taken into account and calculate (R^2). As a result, R^2 is equal to 0.56.

Considering the three values of 0.01, 0.25 and 0.36 as weak, medium and strong values for GOF, the obtained value of 0.461 for GOF indicates the strong fit of the model. In each of the research hypotheses, both the relationship (positive or negative of the relationship) and the meaning of the relationship are significant; therefore, in order to investigate these two issues, the standardized regression coefficients of the predicted paths between the hidden variables and the significant coefficients of relationship size between the two paths, respectively, is needed.

Table (5) illustrates the standardized regression coefficients of the paths of the hypotheses along with the significance level.

Table 5 - The Results of Hypothesis Testing

Hypothesis	Relation	Standardized regression coefficient		T statistic Significance coefficient Z		Result
		Coefficient	Positive/ negative	T statistic	Significance / Non-significance	
H1	Spirituality→ Job Satisfaction	0.719	Positive	12.928	Sifnificance	Accepted
H2	Spirituality→ work-family balance	0.742	Positive	12.031	Sifnificance	Accepted
H3	Spirituality→ Organizational Culture	0.693	Positive	9.897	Sifnificance	Accepted
H4	Spirituality→ Organizational Commitment	0.662	Positive	8.889	Significance	Accepted
H5	Spirituality→ Servant Leadership	0.741	Positive	12.141	Significance	Accepted
H6	Job Satisfaction→ Policy Executive Performance	0.235	Positive	2.293	Significance	Accepted
H7	Work-Family Balance →Executive Policy Performance	-0.092	Negative	1.001	Non-significance	Rejected
H8	Organizational culture→ Balance Executive Policy Performance	0.457	Positive	3.123	Significance	Accepted
H9	Organizational Commitment → Balance Executive Policy Performance	0.053	Positive	0.381	Non-significance	Rejected
H10	Servant leadership→ Balance Executive Policy Performance	0.370	Positive	3.537	Significance	Accepted

To test the effect of a mediator variable, a conventional test called Sobel test is used. This test was used in the present study for two variables of work-family balance and organizational commitment. The direct effects of other mediating variables on policy performance were significant; therefore, with respect to the significant effect of spirituality variable on these variables, the hypotheses about the mediating role of job satisfaction, servant leadership, and organizational culture in the relationship between spirituality and policy performance are confirmed. In Sobel test, a z-value is obtained by the following formula, which can be confirmed if the mediating effect of a variable is significant at 95% confidence level. The results of this test for the two variables of work-family balance and organizational commitment are illustrated below.

Table 6 - Mediation Variable Hypothesis Test Results

Sub- hypothesis	Relationship	Path coefficient	T statistic	Hypothesis test result
H7	Spirituality→work-family balance → policy executive performance	0.057	1.696	Not accepted
H8	Spirituality →Organizational Commitment→Policy executive Performance	0.051	1.216	Not accepted

6. Conclusion

Exploratory factor analysis was used to identify the factors affecting policy performance and, based on a review of research literature and background, the factors that were likely to influence the performance of a specific policy were tested through exploratory factor analysis. Organizational commitment, job satisfaction, servant leadership, organizational culture, work-family balance, and spirituality were the factors that formed the research model after being confirmed in exploratory factor analysis. After this step, the model was fitted and the relationships between the models were examined. Of the 15 defined hypotheses, 11 hypotheses were confirmed in the target population and 4 ones were rejected.

In the first hypothesis, the relationship beyween spirituality and job satisfaction was examined, which was confirmed in the target population; that is, with an increase in the level of spirituality, the rate of job satisfaction is increased as well. The second hypothesis examined the relationship between spirituality and work-family interaction, which was confirmed in the target population; that is, with an increase in the level of spirituality, the rate of work-family interaction is increased as well. In the third hypothesis, the relationship between spirituality and organizational

culture was tested and this relationship was confirmed. That is, spirituality has a significant and direct (positive) effect on organizational culture at 95% confidence level, i.e., as the level of spirituality increases, so does the level of organizational culture. In the fourth hypothesis, the relationship between spirituality and organizational commitment was assessed and the relationship was confirmed. That is, spirituality has a significant and direct (positive) effect on organizational commitment at 95% confidence level; that is, with an increase in the level of spirituality, the amount of organizational commitment increases as well. In the fifth hypothesis, the relationship between spirituality and servant leadership was tested, and the relationship was confirmed, i.e. spirituality has a significant and direct (positive) effect on servant leadership at 95% confidence level, which means that as spirituality increases, servant leadership also increases as well. In hypothesis 6, the relationship between job satisfaction on policy performance was examined and the relationship was confirmed. Job satisfaction has a significant and positive (direct) effect on performance at 95% confidence level, i.e. as the level of job satisfaction increases, the level of policy performance also increases. The relationship between work-family interaction on policy executive performance was tested in the 7th hypothesis which was not confirmed in the target population and the hypothesis was rejected. That is, the interaction between work and family has no significant effect on policy performance at 95% confidence level. In the 8th hypothesis, the relationship between organizational culture and policy executive performance was examined and the relationship was confirmed. Organizational culture has a significant impact on policy executive performance at 95% confidence level and this impact is positive (direct); that is, as the level of organizational culture increases, the level of policy performance also increases. In the 9th hypothesis, the relationship between organizational commitment and policy executive performance was examined which was not confirmed at the target population and the hypothesis was rejected. That is, organizational commitment has no significant effect on policy performance at the 95% confidence level. In the hypothesis 10, the relationship between servant leadership and policy executive performance was examined, and the relationship was confirmed. Servant leadership has a significant (or direct) positive effect on policy performance at 95% confidence level, i.e. with an increase in servant leadership level, policy performance increases as well.

In addition to directly examining the relationships between variables, mediation variables were also used and the relationships with the presence of these variables were investigated. In the 11th hypothesis, the relationship between spirituality and job satisfaction to policy executive performance was examined, which confirms the hypothesis that both paths between variables are significant. In other words, spirituality improves policy performance through job satisfaction. In the 12th hypothesis,

the relationship between spirituality and work-family interaction on policy executive performance was examined, which is not supported by the hypothesis that the path of interaction between work and family and policy executive performance is not significant. In the 13th hypothesis, the relationship between spirituality through organizational culture and policy exective performance was examined, which confirms the hypothesis that both paths between variables are significant. In other words, spirituality improves policy performance through organizational culture. In the 14th hypothesis, the relationship between spirituality and policy executive performance through organizational commitment was examined, which is not supported by the assumption that the path of organizational commitment and policy executive performance was not significant. In the 15th hypothesis, the relationship between spirituality and policy executive performance through servant leadership is examined. Given that both paths between variables are significant, the hypothesis is confirmed. In other words, spirituality improves the policy executive performance through servant leadership.

7. Research Suggestions

In the present study, several important factors influencing policy executive performance with respect to spirituality which had been considered, were investigated through an academic case study and their role and effect on policy executive performance were evaluated. Based on the studies that were carried out, some suggestions are made based on the results of the research hypotheses to be applied in this regard:

- Using appropriate material and spiritual incentives to promote spirituality in organizational individuals that the least motivation is to strive to meet the minimum material needs of employees.

- Activating capable, talented and reliable workforces to disseminate knowledge and preserve religious values

- It is suggested that spirituality in the workplace at the organizational level be enhanced through measures such as promoting ethical charter for the organization and striving for its implementation; honoring ethical and spiritual personalities in the organization and introducing exemplary individuals by mentioning their top qualities; promoting and supporting virtues including worship, prudency, respecting older people, kindness, zeal, generosity, etc.

- It is suggested that the organization focus on nurturing and strengthening the beliefs and values of its employees and managers and create a sense of excellence in their through and viewpoint, albeit gradually.

- Managers should consider traits such as honesty and veracity, a spirit of participation and teamwork, transparency in daily affairs, loyalty, commitment, affection and compassion, appreciation of staff effort, cordiality, and traits of this kind towards how to use servant leadership in the organization.

- Managers should provide the context and conditions for performing organizational tasks in a way that employees are willing and motivated to perform through doing activities such as providing information, delegating authority, participatory management, group formation and employee independence.

- Managers are advised to reduce controls and limitations and to use recruitment strategies instead of coercion strategies.

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